

**Mesaba Airlines** 

2002 AIRPORT ROAD  
GRAND RAPIDS, MN 55744

218/326-6657

November 22, 1983

TO: ALL COMPANY PERSONNEL

FROM: ROBERT D. SWENSON  
PRESIDENT & CHIEF EXECUTIVE OFFICER

Thanks to everyone for your extra efforts as we ready for new services into four new cities. The time is passing quickly and we will soon be absorbing these cities into our route system. If you should have any ideas or questions about changes occurring throughout our system and your specific responsibilities as we begin these new routes, please discuss them with the appropriate personnel. Your constructive input and ideas about ways to streamline or make efficient changes in the way we do things as we grow are greatly appreciated.

On November 29th and 30th, as well as, December 1, several company personnel will be in Jamestown and Devils Lake as we begin service there. Likewise, the service startup in Sioux Falls and Pierre will be very involved in mid-December. These cities, together with our present route structure will bring our services into seventeen cities in five states, an accomplishment all of us have played an important part in. Our personalized services, excellent reliability and profitable operations are once again contributing to further growth, let's keep it up!

This week we will be working upon the completion of our Minneapolis office and meeting area. These offices and meeting areas are being set up as a focal point for communication between all areas of our company. In addition to operations offices, we will be equipping this area with meeting tables and chalkboards for use in informal discussions, formalized training, general communication and operational needs. I am excited about the use of this area and look forward to seeing it well utilized.

Since our quarterly reports had not returned from the print shop in time to enclose with our last payroll, I have included a copy for you with this letter. Please look it over and should you have any specific questions, contact either Dave Knudson or myself. I am pleased to report to you that we had a profitable second quarter and that financial progress is being made.

Trafficwise, although we had an excellent October, it appears as though November hasn't changed abit over the past ten years of airline service. Historically, November is the slowest traffic month of the year and this one looks as though it will be no different. The good news is that December is historically one of our top months of the year and we are almost into it. Let's set new records by city and across the system in December!

Once the Minneapolis offices and "think tank area" is completed and we have a centralized area to meet at on our system, I shall from time to time, be seeking volunteers for various special projects to work with as we grow. Whether it's advertising ideas, paint schemes, musical jingles for radio, improved efficiencies, photography, public speaking, sales calls, etc., etc., that you may have the desire or talent for, our company needs your input.

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Please give some thought to the talents you would like to volunteer for use in future special projects.

Best wishes to you for an enjoyable Thanksgiving week.

Best regards,



Robert D. Swenson  
President & Chief Executive Officer

Enclosure